

TEAM LEADER TRAINING GUIDE

BACK OF HOUSE



Name: _____

Roadmap to Team Leader

(Available on team.cfasouthroads.com, password is “southroads”)

_____ Complete Expression of Interest

_____ Complete Team Leader Training Guide

_____ Attend Leadership 101

_____ Read and Report: “Heart of Leadership” by Mark Miller

_____ Complete Required Leadership Series

_____ Get a Letter of Recommendation from a Manager

_____ Complete Application for Team Leader

_____ Complete Interview with Director and Manager



WHAT DOES A TEAM LEADER LOOK LIKE?

Below are some characteristics that we see demonstrated in our Team Leaders. We would encourage you to spend some time talking with other Team Leaders and Managers to see if there are other things they would add to this list as well as if they see you demonstrating these characteristics in your day-to-day work

Leaders provide supervision to all areas of the Chick-fil-A business relating to the daily operations of the business. Team leaders are responsible for leading their daily shifts, including supervising the team and processes to ensure operations either in the front or back of the house are running smoothly and efficiently

Responsibilities

1. Leads the team on daily shifts by coaching to better performance, celebrating successes, and taking disciplinary action when needed.
2. Monitors sales and labor productivity and makes appropriate adjustments to labor hours as necessary. Monitor any waste during shift to adjust for sales volume.
3. Address, document, and report any disciplinary action for violation of policies including but not limited to timeliness, civility, work ethic, etc.
4. Show ability to effectively train new team members on all aspects of their role
5. Manage and maintain equipment in the kitchen to reduce cost and increase longevity.
6. Ensure team members on shift are focused on standards and procedures, food safety, quality, food service, accuracy, and a remarkable guest experience.
7. Works together with the Front of House to create and efficient business from a holistic perspective.

8. Problem solve challenges during the shift and work with team and other leadership to find solutions for issues including but not limited to equipment failure, staffing levels, inclement weather, power failure, etc.
9. Utilize appropriate channels to communicate with other leaders regarding any issues that are relevant across multiple shifts. Ensure that other team leaders are set up for success before leaving your shift. Support other leaders that are leading shifts and be respectful of their leadership style when they are the assigned leader.



Business Requirements

1. Have availability to open or close business as needed and available for Saturday rotations amongst leadership as needed
2. Must have buy in from other Leaders in the business and maintain a positive image amongst the team
3. Must be on good standings with the business and have great attendance
4. Treats others with honor, dignity, and respect and is able to effectively encourage, coach and discipline team members to maximize productivity and team success
5. Ability to manage systems and processes, technology and other operational requirements of day to day business
6. Focused attention to detail, cleanliness, and guest perception and experience
7. Effective communication, interpersonal, organizational, and teamwork skills
8. Must be able to support and help cultivate the vision and values of Chick-fil-A Southroads Shopping Center



Skill Requirements

Leadership Training includes a mastery of the following items. Leaders in Training will be guided through these items with another leader or day-part manager to ensure that they show proficiency in these following items.

Leaders in Training will be required to go through the following skills. After you master a skill, you will need to get another Leader to sign-off and state that you have gone through the content and understand it in full.

Alarm Code Access and Store Keys

Leaders are given a code to turn the store alarm on and off when needed. They are also given keys so that they can access the building in the morning or close the business in the evening. As a Leader, you will be required to know your alarm code and to be accountable for your keys.

Signature: _____

Opening and Closing

Leaders should be capable of either opening, or closing the store, based on availability. If a Leader is opening, they should be able to get the business up and running by 6AM in time for our guests arrival. If a Leader is closing, they should be capable of closing the business in such a way that operations and guest experience are not affected. They will need to know how to power off equipment, and how to do a final walkthrough to ensure that the business is safe and tidy for the following business day.

Signature: _____

CFA Home Access

As a Leader, there may be times where you need to access CFA Home. You may need to check a Team Members clock in PIN, or you may need to pull a specific report. A Leader in the business should ensure you have Leadership Access on CFA Home, and then they should walk you through all of the common functions you will use on the site.

Signature: _____

Product Order

Not all Leaders need to know how to place a produce order, but they should know about the process. A Leader should be capable of knowing when to order extra produce, and who to reach out to regarding orders. They may also need to speak into the produce order if we receive a large catering order.

Signature: _____

Truck Order and Inventory Placement

Not all Leaders need to know how to order the truck, but they should be knowledgeable about the ordering process. They should know the placement of all the inventory relevant to their department, and they should know who to speak to if extra inventory is needed. If we run low on product, they should be able to problem solve and come up with a solution.

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Has Leadership Access on CFAhome

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Catering Expert

Leaders should know how to prepare all of the potential Catering Products they could come across on a day to day basis. They should know enough about the products to personally prepare them. They should also be able to train other staff to prepare the products as well.

Signature: _____

Identifying and Reporting Equipment Failure

Leaders should know how to identify a failure in equipment. They should know how to perform light troubleshooting, and they should also know who to contact if any equipment needs repaired. All issues unable to be solved on the Team Leader level should be communicated to a higher up, and recommunicated if the problem does not get resolved in a timely manner.

Signature: _____

Quality Inspection Lenses (Daily Critical, QIV, SAFE Visits)

Leaders should be knowledgeable about the different quality lenses we have in the kitchen. They should be able to perform safe daily criticals. They should also know the different metrics that we are graded on during QIV and SAFE visits. A Director or higher level leader should walk the Leader through a QIV or SAFE report to give them a feel on what is inspected in our business.

Signature: _____

Calling CFA Corp for Help (1-800-CFA-CORP)

Leaders should be capable of problem solving and calling Chick-fil-A Corporate when necessary. They should know the different scenarios that may arise, and how to act on them accordingly. This may include power failure, POS failure, printer failure, plumbing emergency, a fire, or a burglary.

Signature: _____

Game Planning

Leaders are responsible for placing Team Members in appropriate roles to make the shift run smoothly. Leaders should know their teams strengths and weaknesses, and make decisions accordingly. A Leader should be able to identify when someone needs to be moved to a different position to help the flow of business.

Signature: _____

Fire Safety Expert

Leaders should know how to respond in the event of a fire. They should also know that oxygen is what fuels a fire. They should know the difference between grease and electrical fires. They should also know how the ANSUL system works, and how to manually set the ANSUL system off. They should be capable of Leading the way in the event of a fire and how to direct others to safety.

Signature: _____

Burglary Expert

Leaders should know what to do in the event of a robbery. They should always be cautious about scenarios that increase the potential of a robbery occurring. They should be on the lookout for strange guests lurking around inside or outside of the building. They should never allow outside doors to be propped open. They should not allow Team Members to go outside at night by themselves, and should always encourage the buddy system to ensure team member safety.

Signature: _____

Calling Other Stores for Product

Leaders should be capable of reaching out to other Chick-fil-As in our area in the event that we need to borrow products. They should be able to look at our inventory and identify when we need to call.

Signature: _____

Arranging Trainers on Shift

Leaders are responsible for ensuring that New Hires are paired with their Trainers during their shift. The Leader should be able to problem solve and place New Hires with a good fit if their Trainer is not present for the shift. They should be conscious of the Training Process, and incorporate it into their game plan, taking into account the needs of our New Hires.

Signature: _____

Pressure Fryer Safety

Leaders should have a general idea about how our pressure fryers work, and how to maintain them. They should know about the high limit, the deadweight, and the spring.

Signature: _____

Boil Outs

Leaders should be capable of performing and training others how to do a boil out on our fryers. They should be aware of the boil out schedule and ensure that boil outs are being done on a regular basis.

Signature: _____

Meal allotments and Accountability around Discounts

Leaders should be knowledgeable about meal discounts and enforce them with the team. They should be able to communicate the standards to the team and hold them accountable if standards are not being followed.

Signature: _____

Disciplinary Forms

Leaders should be capable of filling out disciplinary forms. They should be able to communicate disciplinary feedback to team members and report any disciplinary action to the Director over their department.

Signature: _____

Running Breaks

Leaders should be able to run breaks in such a way that it does not interfere with the operations of the business. They should be able to balance operations and the needs of the team.

Signature: _____

Raw Chicken Expert

Leaders should know and enforce all food safety procedures regarding raw chicken. They should hold the team accountable and make sure that raw product is not being cross-contaminated to other areas of the business. They should also have full knowledge on the chicken rotation process.

Signature: _____

Food Safety Expert

Leaders should be experts on food safety. They should know all of the regulations in the kitchen regarding food safety such as time, temperature, labels, sanitation, and personal hygiene. They should enforce regulations on a consistent basis and model them in their own actions.

Signature: _____

LEAN Expert

Leaders should know what LEAN is, and how it is implemented in the business. They should understand the purpose of our LEAN IPADS and the AHA system and how it impacts the business from a quality perspective. They should also be capable of minimizing waste in other areas such as transportation and productivity.

Signature: _____

Huddles

Leaders should consistently fill out the huddle and hold others accountable to do so. They should be knowledgeable about the changes occurring in the business and be able to communicate those changes to the team.

Signature: _____



LEADER KNOWLEDGE TEST

1. Who is the Founder of Chick-fil-A and what is one principle from his life that you admire?
Why?

2. What is the Vision of our Business and what are the 4 pillars in which we execute our
Vision?

What is Chick-fil-A's Corporate Mission? What is somethin 11

3. Explain how we execute our Vision through each pillar. Be sure to include all 4 pillars and be specific.
4. g you are actively doing to contribute towards our Corporate Mission?

5. What value do you feel you will bring to the Team if you were a Leader in the business?

6. Explain why confidence is important as a Leader. How might a Leader with low confidence negatively impact the Team?

7. In your own words, explain what Leadership means to you.

8. Explain the importance of failure in the workplace.

9. Explain the value of feedback in the workplace. Why is it important?

10. What have you done to make the Team feel valued?

11. What have you done to make our Team more unified and cohesive?

12. What have you done to challenge others to be excellent?

13. Why are you proud to work at Chick-fil-A?

14. If you were to leave Chick-fil-A today, how would you be Stronger due to your employment experience?

15. Tell me about your experience with conflict management. Have you ever helped resolve a conflict at work? How about in your personal life? Tell me about the experience.

16. What is high-limit and what does it do? What can we do to prevent the high-limit from failing?

17. What is the temperature danger zone and why is it important?

18. Explain how our LEAN system works in the kitchen?

19. Explain what cross-contamination is and how it occurs in the kitchen?

20. Explain how you would react if one of our pressure fryers caught on fire.

21. What is the temperature danger zone and why is it important?

22. Explain a situation where you would have to use a disciplinary form. Are you comfortable holding someone accountable for their actions using a disciplinary form?

23. A team member cuts their thumb and is bleeding a lot, how do you respond?

24. An open fryer was cleaned improperly and is now pouring oil all over the kitchen floor.
How do you respond?

25. A Team Member in your department wants to grow and develop their skills at Chick-fil-A.
Explain your responsibility in their development. What would you do to help them grow?
